

GENERAL ORDERS

No. 3



HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 9 July 2002

ASSIGNMENT OF FUNCTIONS AND RESPONSIBILITIES WITHIN HEADQUARTERS, DEPARTMENT OF THE ARMY

1. **Authority and purpose.** The Secretary of the Army, pursuant to title 10, United States Code, section 3013 (10 U.S.C. 3013), as amended, is the senior official of the Department of the Army (DA) and responsible for and has authority to conduct all affairs of the DA. The Chief of Staff, Army is the senior military official of the DA, presides over the Army Staff as enumerated in 10 U.S.C. 3033, serves as a member of the Joint Chiefs of Staff, and performs other responsibilities as specified by the Secretary of the Army. This general order assigns functions and responsibilities to the Principal Officials of Headquarters, Department of the Army (HQDA), pursuant to the authority contained in title 10, U.S.C., and other applicable statutes.

2. **Executive Office of HQDA.** The Executive Office of HQDA (EOH) is headed by the Secretary of the Army and includes the Chief of Staff, Under Secretary of the Army, and the Vice Chief of Staff, Army. These officials provide executive leadership of the Army and HQDA. The Assistant Secretaries of the Army report to the Secretary and respond to other members of the EOH, as authorized by the Secretary. The EOH does not possess any authority, or perform any duties or responsibilities, independent of the authorities, duties, and responsibilities vested by law in the individual officials constituting the EOH. Succession to the position of Secretary of the Army is pursuant to authority contained in 10 U.S.C. 3017.

a. Secretary of the Army. The Secretary of the Army (SA) is the senior official of the Department of the Army and responsible for the effective and efficient functioning of the Army. Among the responsibilities of the SA are—

(1) Advising the Secretary of Defense and the executive branch of the Federal Government on the capabilities and requirements of the Army to perform its statutory missions.

(2) Presenting and justifying Army policies, plans, programs, and budgets to the Secretary of Defense, executive branch, and Congress.

(3) Communicating Army policies, plans, programs, capabilities, and accomplishments to the public.

(4) Tasking other members of the EOH and other elements of the Army, as necessary, to accomplish missions and functions.

(5) Convening meetings with the senior leadership of the Army as necessary to debate issues, define and provide direction, and seek advice.

(6) Managing the external affairs and the compliance functions of the Army with the advice and assistance of the Chief of Staff, Army.

(7) Prescribing the relationships of each office in the Secretariat and Army Staff to ensure

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that the Chief of Staff receives such support as the Chief of Staff considers necessary to perform assigned duties and responsibilities.

(8) Managing the Civilian Aides to the Secretary of the Army Program.

b. Chief of Staff, Army. The Chief of Staff, Army (CSA) serves as the senior military advisor to the SA in all matters and has responsibility for the effective and efficient functioning of Army organizations and commands in performing their statutory missions. Among the responsibilities of the CSA are—

(1) Serving as the senior military leader of the Army and all of its components.

(2) Assisting the SA in the SA's external affairs functions, including presenting and justifying Army policies, plans, programs, and budgets to the Secretary of Defense, executive branch, and Congress.

(3) Assisting the SA in the SA's compliance functions, including directing The Inspector General to perform inspections and investigations as required.

(4) Presiding over the Army Staff (ARSTAF) and ensuring the effective and efficient functioning of the headquarters staff, to include integrating Reserve Component matters into all aspects of Army business.

(5) Serving as a member of the Joint Chiefs of Staff (JCS) and providing independent military advice to the Secretary of Defense, President, and Congress. To the extent that such action does not impair the independence of the CSA in the performance as a member of the JCS, the CSA keeps the SA informed of military advice rendered by the JCS on matters affecting the DA. Informs the SA of significant military operations affecting the duties and responsibilities of the SA, subject to the authority, direction, and control of the Secretary of Defense.

(6) Representing Army capabilities, requirements, policy, plans, and programs in Joint fora.

(7) Supervising the execution of Army policies, plans, programs, and activities and assessing the performance of Army commands in the execution of their assigned statutory missions and functions.

(8) Tasking the Vice Chief of Staff, Army (VCSA) and the ARSTAF and, as authorized by the SA in paragraph 2a(7), elements of the Army Secretariat to perform the CSA's assigned duties and responsibilities.

c. Under Secretary of the Army. The Under Secretary serves as the SA's senior civilian advisor on the effective and efficient functioning of the Army. The Under Secretary carries out those responsibilities and functions specifically delegated by the SA. Among the responsibilities of the Under Secretary are—

(1) Exercising oversight responsibility for functions that are the sole responsibility of the Army Secretariat: acquisition, comptroller and financial management, and information management.

(2) Advising and assisting the SA on the following functions that are the sole responsibility of the Secretariat: auditing, inspector general, legislative affairs, and public affairs activities.

(3) Exercising oversight responsibility within the EOH for the civil works function and the management of Army installations and facilities.

(4) Providing oversight of policy, planning, coordination, and execution of matters related to manpower and personnel; logistics; installations; operations and plans; requirements and programs; intelligence; command, control, and communications; and readiness.

(5) Representing the Army at the Office of the Secretary of Defense (OSD) in those areas relating to the Under Secretary's principal responsibilities.

(6) Advocating Army policies, programs, and budgets outside Army, including the Department of Defense (DoD) and Congress.

(7) Tasking the Army Secretariat and ARSTAF, as necessary, to perform missions and functions of the Under Secretary.

d. Vice Chief of Staff, Army. The VCSA serves as the principal advisor and assistant to the CSA and is a full participant in the EOH. Among the responsibilities of the VCSA are—

(1) Advising and assisting the CSA in the execution of the CSA's responsibilities for those missions and functions related to manpower and personnel; logistics; operations and plans; requirements and programs; intelligence; command, control, and communications; and readiness.

(2) Under the authority, direction, and control of the SA, advising and assisting the CSA on missions and functions related to auditing, inspector general, legislative affairs, and public affairs activities and in the planning and coordination of matters related to acquisition and supportability, comptroller and financial management, and information management.

(3) Assisting the CSA in the management of Army installations and facilities.

(4) Representing the Army at OSD in those areas relating to the VCSA's principal responsibilities.

(5) Representing Army capabilities, requirements, policy, plans, and programs in Joint fora.

(6) Representing Army, designated the Army general officer representative to the Joint Requirements Oversight Council (JROC).

(7) Tasking the ARSTAF and, as authorized by the Secretary of the Army in paragraph 2a(7), elements of the Army Secretariat to support the CSA in the performance of the CSA's assigned duties and responsibilities.

Section I. Army Secretariat. In addition to the Secretary of the Army and the Under Secretary of the Army, the Army Secretariat includes the following principal officials.

3. Deputy Under Secretaries of the Army. There are two Deputy Under Secretaries who report to the Secretary of the Army: the Deputy Under Secretary of the Army (DUSA) and the Deputy Under Secretary of the Army (Operations Research) (DUSA(OR)).

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a. The DUSA has responsibilities as specified by the Secretary of the Army.

b. The DUSA(OR) has responsibility for—

(1) Establishing policy for operations research and systems analysis activities for DA analytical support services.

(2) Supporting the Army Systems Acquisition Review Council (ASARC), Defense Acquisition Board, and similar systems acquisition review committees.

(3) Approving test-related documentation for DA and forwarding it to OSD.

(4) Serving as principal DA interface with the Director, Defense Research and Engineering and the Director, Defense Operational Test and Evaluation.

(5) Providing policy and program direction for the Army Officer Operations Research Education Program.

(6) Providing policy and oversight for the Army Study Program, the Model Improvement Program, and the Simulation Technology Program.

(7) Providing policy and oversight for Army Contracted Advisory and Assistance Services.

(8) Providing policy and oversight for test and evaluation of Army systems.

4. Assistant Secretaries of the Army. There are five Assistant Secretaries of the Army who report to the SA and Under Secretary of the Army and provide such support to the CSA as the CSA may consider necessary to perform CSA duties and responsibilities. Further, the Assistant Secretaries respond to members of the EOH when authorized by the SA. Among the responsibilities of the Assistant Secretaries are—

a. Formulating and overseeing policies and programs within their functional areas of responsibility, consistent with statutes and the objectives of the SA.

b. Ensuring that the CSA is provided such support as the CSA considers necessary in performing CSA duties and responsibilities.

c. Ensuring effective coordination of policies and programs within their functional areas of responsibility within DA.

d. Developing and presenting Army policies, plans, and programs to appropriate decision-making authorities in the DA and DoD and justifying those policies, plans, and programs to appropriate officials in the executive branch and Congress, as directed by the SA.

e. Representing the Army with counterpart offices in OSD and Defense agencies.

f. Communicating and advocating Army policies, plans, and programs to external audiences, including Congress and the public, under the direction of the Chief, Public Affairs and the Chief, Legislative Liaison, as necessary.

g. Providing guidance to and oversight of the responsible deputy or assistant chief of staff in

developing, implementing, executing, and/or supervising, where appropriate, the execution of Army policy, plans, programs, budgets, and activities.

h. Ensuring that the Army complies with law, policy, and regulations affecting their areas of responsibility.

i. Integrating Reserve Component matters within their areas of responsibility.

j. Maintaining a small Secretariat staff for oversight of Army performance within each functional area and to assist with development of policy and strategy and with communication of the policy and strategy to internal and external audiences.

5. Assistant Secretary of the Army (Acquisition, Logistics and Technology). The Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) serves as the Army Acquisition Executive (AAE), the Senior Procurement Executive, the Science Advisor to the SA, and the senior research and development (R&D) official for the DA. The ASA(ALT) has the sole responsibility for the acquisition function within the Army Secretariat and the ARSTAF, in accordance with 10 U.S.C. 3014(c)(1)(A). The ASA(ALT) also has the principal responsibility for all DA matters and policy related to acquisition, logistics, technology, procurement, the industrial base, and security cooperation (that is, security assistance and armaments cooperation). Among the responsibilities of the ASA(ALT) are—

a. Executing the acquisition function and the acquisition management system of the DA.

b. Advising the SA on all matters relating to acquisition, logistics, and technology management.

c. Appointing, managing, and evaluating program executive officers and direct-reporting program/project/product managers.

d. Developing, defending, and directing the execution of the Army's acquisition policy as well as its acquisition-related legislative and financial programs and the budget.

e. Managing the Army Acquisition Corps and the Army Acquisition Workforce.

f. Executing the research and development function, including scientific and technical information, domestic transfer, advanced concepts and assessments, basic and applied research, and nonsystem specific advanced development.

g. Exercising the procurement and contracting functions, including the authorities of the agency head for contracting, procurement, and acquisition matters pursuant to laws and regulations; the delegation of contracting authority; and the designation of contracting activities.

h. Administering and overseeing research, development, test, evaluation, and acquisition programs, to include the execution of data/information exchange programs, cooperative research and development memoranda of understanding, and participating in international forums concerning the aforementioned subjects.

i. Ensuring the production readiness of weapon systems.

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- j.* Managing the Department of the Army Competition Advocate Program.
- k.* Overseeing the Army Industrial Base and Industrial Preparedness Programs.
- l.* Overseeing the acquisition logistics management function, including readiness, supply, services, maintenance, transportation, and related automated logistics systems management.
- m.* Serving as the SA's single executive for providing export policy oversight and chairing and directing the Technology Transfer Security Assistance Review Panel, which serves as the executive decision authority for Army export control (to include foreign disclosure as pertains to security cooperation).
- n.* Overseeing the development, coordination, and implementation of policy and programs associated with the Army's security cooperation activities (that is, foreign military sales, foreign military training, allocation of excess defense articles to foreign countries, armaments cooperation, technology transfer, direct commercial sales, and munitions case processing).
- o.* Representing the DA on the Defense Acquisition Board, the Nuclear Weapons Council Standing Committee, and the Conventional Systems Committee.
- p.* Exercising direct tasking authority over the Army's designated Executive Agents for the execution of their delegated security cooperation responsibilities.
- q.* Chairing the Army Systems Acquisition Review Council (ASARC).
- r.* Providing the Army policy representative to the Defense Acquisition Regulatory Council.
- s.* Directing the Army Science Board.

6. Assistant Secretary of the Army (Civil Works). The Assistant Secretary of the Army (Civil Works) (ASA(CW)) has the principal responsibility for overall policy direction and supervision of the DA functions relating to all aspects of the Civil Works Program, including all reimbursable work performed on behalf of Federal and non-Federal entities. Among the responsibilities of the ASA(CW) are—

a. Managing the DA Civil Works Program for conservation and development of the national water resources, including flood damage reduction, river and harbor navigation, environmental restoration and protection, water supply, shore protection, hydroelectric power, recreation, and related purposes. This includes the following:

(1) Developing, defending, and directing the execution of the Army civil works policy, legislative, and financial programs and budget.

(2) Developing policy and guidance for and administering the DA regulatory program to protect, restore, and maintain the waters of the United States in the interest of the environment, navigation, and national defense.

(3) Serving as congressional liaison on civil works matters, including serving as the DA point of contact for House and Senate Authorization and Appropriations Committees charged with oversight of the DA Civil Works Program.

(4) Developing policy guidance and conducting oversight for the U.S. Army Corps of Engineers programs in support of other Federal and non-Federal entities, except those activities that are exclusively in support of U.S. military forces.

b. Formulating and overseeing the program and budget of the Arlington National Cemetery and the Soldiers' and Airmen's Home National Cemetery.

c. In coordination with the Deputy Chief of Staff, G-3, developing policy for and directing the foreign activities of the U.S. Army Corps of Engineers, except those foreign activities that are exclusively in support of U.S. military forces overseas.

7. Assistant Secretary of the Army (Financial Management and Comptroller). The Assistant Secretary of the Army (Financial Management and Comptroller) (ASA(FM&C)) has the principal responsibility for exercising the Army's financial management functions in accordance with 10 U.S.C. 3022, including the comptroller functions; is responsible for all financial management activities and operations for appropriated funds, financial management oversight of nonappropriated funds, and financial oversight of security assistance programs; and advises the Secretary on financial management. Among the responsibilities of the ASA(FM&C) are—

a. Directing and managing Army financial management activities and operations.

b. Directing the Army's resource allocation process and managing the Planning, Programming, Budgeting, and Execution System (PPBES), including overseeing the development of the Army program and the associated automated systems that support PPBES, programming and analysis efforts and analytical reviews of all Army requirements and programs, and transition from program to budget; supervising and directing the formulation, presentation, and defense of the Army budget and budget execution; and otherwise carrying out for the Army the functions specified for the Comptroller of the Department of Defense in 10 U.S.C. 137(c).

c. Supporting the Senior Army Review Group Army Resource Board process and managing the Quarterly Army Performance Review for the SA.

d. Maintaining liaison between the DA and Congressional Appropriations Committees, except for civil works issues.

e. Overseeing the financial aspects of security assistance programs, the Defense Emergency Response Fund, and contingency operations as established with the JCS.

f. Designating a senior military official to serve as the Army member on the Board of Directors of the Army and Air Force Exchange Service and the Defense Commissary Operating Board.

g. Approving the design and providing management oversight for the operation of any financial management or asset management system within the Army and serving as focal point for oversight, planning, systems integration, and standardization of Army financial management systems, including accounting systems, internal control systems, and financial reporting systems.

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h. Establishing Army finance and accounting policies, practices, and procedures in coordination with Defense Finance and Accounting Service. Coordinating and overseeing finance and accounting policy related to Army classified programs. Implementing plans to review and oversee the tactical finance and accounting network.

i. Overseeing implementation of the Chief Financial Officers Act and related financial management legislation.

j. Establishing policy and directing the Management Control Program; Travel Charge Card Program; and Fraud, Waste, and Abuse Program and serving as the DA focal point for the General Accounting Office and DoD Inspector General for policy matters involving these programs.

k. Overseeing productivity and management programs.

l. Conducting independent reviews of financial management operations and fiscal impacts and introducing improved financial management practices.

m. Directing the cost and economic analysis program as it relates to all financial management activities, to include establishing cost and economic analysis policies, methods, and procedures.

n. Developing statutory independent cost estimates and component cost analyses for weapon and information systems. Chairing and overseeing the Army Cost Review Board and approving the Army Cost Position for all major acquisition programs. Developing cost estimates for contingency operations and/or deployment options for various sizes of forces.

o. Overseeing and providing technical guidance and support for the Army Cost Management/Activity Based Costing program. Conducting cost control and budget execution analysis of operating and investment accounts. Overseeing and providing technical guidance for commercial activity and outsourcing studies.

p. Developing and maintaining standard Army cost and economic analysis systems, models, and databases. Developing and maintaining cost factors for installation base operations, civilian personnel, and training operating tempo, in support of the program development, budget development, and program/budget execution processes.

q. Providing policy and oversight for military and civilian comptroller career program development matters.

r. Maintaining a 5-year plan describing the Army's proposed activities to improve financial management.

s. Transmitting to the SA a report each year on the activities of the Assistant Secretary, including a description and analysis of the status of Army financial management during the preceding year.

8. Assistant Secretary of the Army (Installations and Environment). The Assistant Secretary of the Army (ASA(I&E)) has the principal responsibility for all DA matters related to installations, real estate, chemical and biological agent destruction, and environment, safety, and occupational health. The ASA(I&E) also sets the strategic direction, determines objectives,

establishes policy, sets standards, and proposes programming and funding for these programs. Among the responsibilities of the ASA(I&E) are—

a. Providing policy, programming, and oversight of installation and housing programs for Active Army and Reserve Components, including the following:

(1) Facilities design, construction, maintenance, physical security, and repair of buildings and utilities.

(2) Real property acquisition, management, disposal, condemnations, exchanges, public domain withdrawals, out-leasing (enhanced use leasing), and real property donations to the Army.

(3) Installation management improvement, energy management, and homeowners assistance.

(4) Base closures, realignments, stationing, planning and utilization, reuse, and economic adjustment programs.

b. Providing policy, programming, and oversight of installation privatization efforts, such as utilities, housing, competitive sourcing, and historic properties.

c. Developing overseas military construction agreements in support of U.S. military forces overseas, including overseas military construction, environment, safety, occupational health, and engineering services in support of U.S. military forces and other DoD-sponsored initiatives.

d. Providing policy, programming, and oversight of the environmental, safety, and occupational health programs, including—

(1) Protection of air, water, and training lands, as well as pollution prevention, compliance, cleanup of all Army properties, and natural and cultural resources management.

(2) Technology for all environment, safety, and occupational health related research, development, test, and evaluation (RDT&E) activities.

e. Overseeing the Chemical Demilitarization Program and supervising the Program Manager for Chemical Demilitarization, including HQDA treaty compliance review and chemical stockpile emergency preparedness; policy and oversight of the environment, safety, and occupational health aspects of the Chemical Demilitarization Program; and developing environmental and occupational health policies and standards for the Army explosives, biological defense research, and chemical agent programs.

9. Assistant Secretary of the Army (Manpower and Reserve Affairs). The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)) has the principal responsibility for setting the strategic direction and providing the overall supervision for manpower, personnel, and Reserve affairs across all the Army components (Active, Guard, Reserve, civilian and contractor). Among the responsibilities of the ASA(M&RA) are—

a. Advising the SA on all matters relating to human resources and Reserve affairs matters.

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b. Ensuring Manpower and Personnel Integration (MANPRINT) is considered and executed in the material acquisition process.

c. Overseeing the current and future personnel readiness and well-being of the Army through the development and integration of human resource policies and programs across all components (Active, Guard, Reserve, civilian and contractor).

d. Providing military and civilian Human Resources policy, programming, and oversight. These areas include but are not limited to accessions; recruiting; retention; well-being programs; leadership; compensation and entitlements; Morale, Welfare, and Recreation (MWR) and family support programs; civil-military cooperative programs, to include Junior Reserve Officers' Training Corps (JROTC); awards; boards; the military postal system; the Chaplaincy Program; the Army History Program; health affairs; education programs; the Soldiers' and Airmen's Home; equal opportunity, equal employment opportunity and sexual harassment; and special interest human resource programs. Providing policy, programming and oversight for the Army marketing and advertising strategy for recruiting.

e. Overseeing the personnel security, corrections, discipline, Office of the Special Counsel investigations; law enforcement; and military justice matters in coordination with the Army General Counsel.

f. Designating a senior official to serve on the Board of Directors of the Army and Air Force Exchange Service and on the Defense Commissary Operating Board. Overseeing all Army exchange and commissary matters.

g. Developing and overseeing interment/inurnment policy at Arlington National Cemetery. Coordinating and overseeing military burial honors; casualty, mortuary, and memorial affairs; prisoner of war/missing in action (POW/MIA) policy; and the Army Memorialization Program.

h. Developing and overseeing the policies and programs pertaining to mobilization, demobilization, and accessibility of the Reserve Components.

i. Providing overall supervision of Reserve affairs matters across all aspects of Army business.

j. Overseeing and reviewing all policies and programs pertaining to readiness resourcing; training; force structure; and professional and leader education and development.

k. Providing guidance and direction to the Army Reserve Forces Policy Committee.

l. Providing policy and oversight of Army manpower requirements determination and resource allocation for all the Army components across all major Army commands (MACOMs) and separate agencies (Active, Guard, Reserve, Joint, and Defense). Providing oversight to the Army Directed Military Overstrength Program and serving as the Army proponent of military manpower requirements outside of the DoD. Is responsible to the SA for all Manpower Management policies and the development and publication of all manpower reports to Congress, as outlined in applicable law.

m. Providing guidance and direction for the utilization of contractor manpower.

n. Providing policy, programming, and oversight of Army organization and force structure, to include the Army force management initiatives that affect the Operating and Generating Forces

(Active, Guard, and Reserve). Has responsibility for execution of the Army Management Headquarters Account (AMHA).

o. Providing the policy, programming, and oversight of all Army workforce mix initiatives for active military personnel, Army civilian personnel, Army National Guard military and civilian personnel, Army Reserve military and civilian personnel, and Army contractors. This includes the policy; challenges and appeals; exemption approval; and reporting requirements under the Federal Activities Inventory Reform (FAIR) Act; oversight and management of contractor manpower reporting requirements; oversight and management of core competencies and workforce mix in relation to inherently governmental and outsourcing requirements; oversight and management of military to civilian conversions; and the oversight of workforce mix documentation in both the Operating and Generating Forces.

p. Providing oversight of the Army Congressional Fellowship Program.

q. Administering the Army Board for the Correction of Military Records, Military Review Boards, and the Army Clemency and Parole Board for the SA.

r. Overseeing the Army-wide Equal Employment Opportunity Program and complaint process.

10. General Counsel. The General Counsel (GC) is the legal counsel to the SA and the chief legal officer of the DA. The GC's responsibility extends to any subject of law and to other matters as directed by the SA. Among the responsibilities of the GC are—

a. Serving as counsel for the DA and as counsel to the SA and other Secretariat officials.

b. Coordinating legal and policy advice to all other members of HQDA.

c. Determining the DA position on any legal question or procedure.

d. Providing legal advice to the AAE, ASA(ALT), and other DA officials, in support of DA acquisition, logistics, and technology programs; major systems and services acquisitions; and acquisition policy matters, to include representation on the Defense Acquisition Regulatory Council.

e. Providing final Army legal clearance on all legislative proposals and comments thereon of interest to the DA.

f. Preparing the annual legal basis for appropriations and the annual appropriation language sheets for each DA appropriation.

g. Establishing and administering the Army's policies concerning legal services.

h. Providing technical supervision over and professional guidance to all DA attorneys and legal offices.

i. Providing professional guidance and general oversight with respect to representation of the DA and protection of its interests in litigation and in all other legal proceedings.

j. Overseeing compliance with the Freedom of Information Act and the Privacy Act within the

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DA, including any action on behalf of the SA on appeals from denials of information and ensuring proper resolution of issues involving access to information in Army records.

k. Serving as the Designated Agency Ethics Official for the DA, including technical oversight of the Army Ethics Program, and exercising final authority within the Army for all ethics matters.

l. Exercising the SA's oversight of intelligence activities and monitoring sensitive Army intelligence and criminal investigative activities for legality and propriety.

m. Serving as point of contact for legal matters between the DA and the Office of the General Counsel, DoD, and the general counsel offices of the other Services and other Federal agencies.

n. Serving as point of contact between the DA and the Office of Special Counsel and overseeing DA compliance with Special Counsel requests for investigation.

o. Taking final action on claims filed against the Army under the Military and National Guard Claims Act, the Foreign Claims Act, and the Maritime Claims Act.

11. Administrative Assistant. The Administrative Assistant (AA) to the Secretary, the senior career official within the Army, is the principal civilian advisor to the Secretary with respect to administrative matters and has oversight of the administration function within the DA. Among the responsibilities of the AA are—

a. Maintaining custody of all records, books, and papers of the DA, including responsibility for authenticating departmental publications and official papers.

b. Developing policy for and managing the following DA programs: committee management, including membership appointments; fund-raising; contingency funds; publishing; SA travel policy and executive aircraft oversight; and passports/visas; and in coordination with the ASA(CW) and the Deputy Chief of Staff, G-1, the Regulatory Program and Unified Agenda of Federal Regulations.

c. Serving as DoD Executive Agent in the National Capital Region (NCR) for the following support functions: network management and security, contracting, telecommunications, recreation, fitness (POAC), research services (library), mail and messaging, transportation, passports, logistics and administrative supplies, and Pentagon chaplain.

d. Providing administrative and management services to the headquarters and its field operating and staff support agencies in the following areas: manpower and general management, mission and functions, information technology, internal review and audit compliance, financial management (programming, budgeting and accounting for overall execution of HQDA resources), personnel administration, equal employment opportunity, security administration (physical, personnel, communication, industrial, information), safety and occupational health, space management and renovation, Initial Denial Authority under the Freedom of Information Act, records management, civilian drug testing, organization matters and studies, official mail, visual information services, and other administrative support assigned by DoD.

e. Serving as Army point of contact for transition activities and providing administrative continuity in the Army Secretariat during normal changes.

f. Providing continuity of operations planning for the Army Secretariat.

g. Serving as a member, provider, or moderator of the following forums: DoD Concessions Committee, the Army Civilian Welfare Fund Board of Directors, Pentagon Renovation Oversight Group, Pentagon Blood Council, AA Counterpart Forum, and such other joint, interagency, or departmental committees as directed. Serving as the Resource Board co-chair with the Director of the Army Staff in regards to OA22 funding.

12. Chief Information Officer. The Chief Information Officer (CIO) has the principal responsibility for the Army's information management (IM) functions, pursuant to 10 U.S.C. 3014(c)(1)(D), and is responsible for setting the strategic direction, determining objectives, and supervising the DA's command, control, communications, and computers (C4) and information technology (IT) functions. The CIO reports to the SA and will provide the CSA such staff support as the CSA considers necessary to perform CSA duties and responsibilities. Among the responsibilities of the CIO are—

a. Serving as the Army CIO.

b. Serving as the Army G-6 for information and signal operations, network and communications security, force structure, equipping and employment of signal forces.

c. Providing policy, oversight, and program direction to the Network Enterprise Technology Command.

d. Developing policy and guidance on information management and C4/IT (including automation, telecommunications, visual information, and related activities, services, and programs).

e. Developing, coordinating, and implementing Army Knowledge Management, the Army Enterprise Architecture, the total Army Enterprise Infostructure and the Army Enterprise portal.

f. Developing, coordinating and implementing a C4/IM capital planning and investment strategy for the enterprise (includes investment policies, oversight and control) and the planning, programming, budgeting, and execution of all C4/IT resources.

g. Providing CIO validation of requirements for warfighting, base operations, and administrative and other mission-related processes associated with a C4/IT impact.

h. Advising and assisting the ASA(ALT) on all matters relating to the acquisition of C4/IT.

i. Providing CIO assessment of National Security Systems and Information Technology Systems as defined in the Clinger-Cohen Act (CCA) and CIO certification of CCA compliance for all major automated information systems.

j. Providing guidance on and validation of business process initiatives and programs with a C4/IM impact.

k. Developing and implementing a C4/IM human capital strategy and programs.

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l. Developing policy and providing oversight for Army Information Assurance and providing centralized program management for the Army's Information Systems Security Program.

m. Providing policy, guidance, and oversight of the public key infrastructure, common access card, and other enabling technology programs.

n. Serving as the DoD lead to consolidate and coordinate all biometrics activities.

o. Developing policy and providing oversight of the Army Spectrum Management Program.

p. Developing policy and providing oversight of visual information.

q. Providing oversight of joint military satellite communications programs and projects.

r. Developing policy, providing oversight and program direction for the Army Electronics Business Program.

s. Overseeing the Army's Record Management Program and the Freedom of Information and Privacy Act Programs.

t. Serving as the Chair of the Army CIO Executive Board.

u. Representing the DA on the Federal CIO Council, the DoD CIO Executive Board, the Military Communications-Electronics Board, the National Security Telecommunications and Information Systems Committee, and the Defense Senior Communicators Committee.

13. The Inspector General. The Inspector General (TIG) is responsible for inspector general matters within the DA. The Inspector General reports to the SA and is responsive to the CSA as required. Among the responsibilities of TIG are—

a. Inquiring into and reporting to the SA and the CSA regarding discipline, efficiency, and economy of the Army with continuing assessment of command, operational, logistical, and administrative effectiveness.

b. Proposing and conducting programs of inspection, including nuclear, biological, and chemical surety.

c. Serving as the DA focal point for DoD Inspector General (DoD IG) inspections and noncriminal investigations and the DoD inspection policy.

d. Maintaining liaison with Inspector General, DoD and other Service Inspectors General.

e. Establishing DA inspection policy.

f. Conducting investigations or inquiries into any Army activity or senior official.

g. Serving as the Inspector General (IG) for HQDA and any National Capital Region field operating agency without detailed IG support.

h. Providing headquarters management for the U.S. Army Inspector General Agency (USAIGA).

- i.* Maintaining system to provide assistance to soldiers and others to resolve problems.
- j.* Developing, publishing, and teaching IG policy and doctrine.
- k.* Approving and training all IGs in Army and selected Joint organizations.
- l.* Maintaining IG records and release authority.
- m.* Executing independent intelligence oversight responsibilities in coordination with the GC.
- n.* Managing the IG-specific automation, information, and reporting systems.
- o.* Conducting personnel suitability screens as directed by the SA and CSA.

14. The Auditor General. The Auditor General (AAG) is responsible for all audit matters within the DA. The Auditor General reports to the SA and is responsible to the SA for the operational performance of the U.S. Army Audit Agency. The Auditor General also is responsive to the CSA for audit service. Among the responsibilities of The Auditor General are—

- a.* Establishing DA audit policy.
- b.* Providing internal audit services for all levels and functions throughout the DA.
- c.* Approving contracts for all internal audits.
- d.* Implementing, within the DA, audit standards established by the Comptroller General of the United States.
- e.* Consulting with and assisting top managers in the Army Secretariat, ARSTAF, and major commands on appropriate audit matters.
- f.* Coordinating all audit matters with the General Accounting Office, DoD IG, and heads of the Navy and Air Force audit activities, and providing resolution and follow-up.
- g.* Conducting periodic evaluations of the effectiveness of Army Internal Review.
- h.* Ensuring that audit training is provided to all Army auditors to meet Government audit standards.
- i.* Serving as the Army follow-up official to manage and oversee the effective execution of the Army audit follow-up program, including the establishment of follow-up focal points, and to assist the follow-up activities of DoD IG audit announcements, reports, and policy matters concerning audit follow-up.
- j.* Establishing policy and directing the DA Internal Review and Audit Compliance Program.

15. Chief of Legislative Liaison. The Chief of Legislative Liaison (CLL) is responsible for the legislative affairs function for the DA. The CLL reports to the SA and is responsive to the CSA, as required. Among the responsibilities of the CLL are—

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a. As the head of the sole directive agency for DA congressional affairs, formulating, coordinating, and supervising policies and programs on the Army's relations with the Congress.

b. Providing liaison between the Army and committees of Congress, except for appropriations committees, civil works, and printing.

c. Serving as the primary point of contact for DA with Members of Congress, their staffs, and all relevant committees except the appropriations committees.

d. Serving as the primary point of contact on all legislative initiatives and on reviewing, coordinating, and forwarding the Army position on all legislation.

e. Preparing and providing advice to Army leadership called to appear before committees and preparing Army leaders for all congressional contacts.

f. Advising on the status of congressional affairs affecting the Army and on legislative aspects of Army policies, plans, and programs.

g. Giving prompt, coordinated, consistent, and factual information on Army policies and operations in response to inquiries received from Members or congressional committees and the White House.

h. Coordinating, monitoring, and reporting legislative and investigative actions of interest to the Army, and providing advice to Army witnesses called to appear before legislative or investigative committees.

i. Serving as the staff proponent for the Army Congressional Fellowship Program.

16. Chief of Public Affairs. The Chief of Public Affairs (CPA) is responsible for fulfilling the Army's obligation of keeping the American people and the Army informed. The CPA reports to the SA and is responsive to the CSA, as required. Among the responsibilities of the CPA are—

a. Approving all DA-level (Active And Reserve Components) communications strategies, themes, and message development for internal and external audiences.

b. Preparing, coordinating, and monitoring public affairs (PA) plans, strategies, policies and other programs for informing internal and external publics, community relations programs, assisting reporters, and facilitating the media's acquisition of Army information.

c. Providing training for preparation of senior Army officials for interviews by reporters.

d. Managing the Army's Public Information Security Review Program.

e. Executing DA information strategies, communication plans, policies and other associated programs for communication with internal and external publics and audiences through print, video and audio products, branding products and services across the full spectrum of distribution systems (for example, television, newspapers, and World Wide Web).

f. Conducting PA operations and PA aspects of Joint and Army information operations in war, stability operations, support operations, and homeland defense.

g. Approving requests to use the Army's official public demonstration teams, that is, the Golden Knights, as well as receiving and processing requests for aerial flight demonstration teams, fly overs, static displays, Army Field Band participation and Army participation in nationally televised sporting events, exhibits, and displays both nationally and internationally.

h. Acting as the Army Public Affairs proponent, developing/preparing Army PA doctrine, training, leader development, organization, materiel, and procedures. Maintaining a professional and highly skilled military and civilian PA force throughout the Army to conduct mass communication across the full spectrum of audience and technical requirements.

i. Developing and directing the execution of public affairs policy and financial programs and budgets, to include management of public affairs management decision packages (MDEPs).

j. Providing staff oversight for commemorations and similar events of historical significance where the Army is designated executive agent by DoD.

17. Director, Small and Disadvantaged Business Utilization. The Director, Small and Disadvantaged Business Utilization (SADBU), reports to the SA and is the senior advisor on all Small Business Program matters. The Director, SADBU is responsible for developing policies for implementation of programs designed to afford opportunities to small businesses, including small disadvantaged businesses, women-owned small businesses, service disabled veteran-owned businesses, businesses located in historically underutilized business zones and historically Black colleges, universities, and minority institutions as set forth in title 10 U.S.C. and title 15 U.S.C., as amended, and other pertinent laws, directives, regulations and Executive orders. Among the responsibilities of the Director, SADBU are—

a. Advising the SA on all matters relating to Small Business Program implementation.

b. Developing policy program and direction in coordination with the ASA(ALT) to ensure the effective execution of the Small Business Program.

c. Providing guidance and management of the Historically Black Colleges and Universities and Minority Institutions Program.

d. Ruling on all appeals from the Small Business Administration.

e. Representing the Army with counterpart offices in OSD, Defense agencies, and other Federal agencies.

Section II. Army Staff. In addition to the Chief of Staff and the Vice Chief of Staff, the Army Staff includes the following principal officials.

18. Director of the Army Staff. The Director of the Army Staff (DAS) synchronizes and integrates the HQDA staff. The DAS oversees the staff ensuring the effective integration and coordination of Army policy, positions, and procedures across the functional domains of Army responsibility. Among the responsibilities of the DAS are—

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a. Assisting the EOH as directed in discharging their leadership, organizational, and managerial responsibilities.

b. Integrating the efforts of and providing guidance to the HQDA Staff.

c. Overseeing the Vice Director of the ARSTAF, USA Safety Center, Center of Military History, Executive Communications and Control Office (ECC), Military District of Washington, Office of Reserve Affairs (OCSA-RA), the Office of Joint and Defense Affairs (OJDA), and the U.S. Army Priority Air Transport (USAPAT).

d. Managing the Army's executive aircraft fleet and exercising control over USAPAT. Approving air transportation requests for the ARSTAF, its FOAs, SSAs, and MACOMs (less than 4-star commander, with the exception of USARPAC).

e. Coordinating, approving, and recommending nominations for Army positions in the HQDA staff as follows:

(1) Approve key positions as identified by the EOH,

(2) Approve "blackbook" nominations within HQDA,

(3) Recommend nominations for blackbook positions outside HQDA, and

(4) Approve Directed Military Overstrength for HQDA, including its staff support agencies/field operating agencies and MACOMs.

f. Integrating and synchronizing policy, plans, positions, procedures and cross-functional issues.

g. Supervising the operations of OJDA, the Joint Action Control Office (JACO), and ECC to coordinate and track actions across the HQDA staff.

h. Synchronizing and reviewing actions within HQDA to ensure support of the vision and goals of the Army's senior leadership.

i. Ensuring that the directorates and agencies of the ARSTAF effectively coordinate with the HQDA staff, the Office of the Joint Staff, and OSD.

j. Recommending changes to the EOH in the structure and composition of the HQDA and supporting offices.

k. Implementing efficiencies, as directed by the SA and CSA, while simultaneously not degrading the core competencies of the Army.

l. Directing audits and studies to review staff policies and procedures on improving better business practices and integrating management policy at the ARSTAF level.

m. Serving as chair of the Department of the Army Review Team (DART); moderator, Army Executive Committee/General Staff Council; attendee, VCSA Weekly Update; member, the Orders Group; moderator, Quarterly Safety Review; attendee, 4-Star Requirements Review Council (RRC); advisor, Army Requirements Oversight Council (AROC); member, Quarterly Army Performance Review (QAPR); moderator, United States Military Academy Forum;

attendee, Congressional Mark Strategy; chair of the United States Military Academy Professor Review; Army representative for The Director's Service Counterpart Meeting; member, Army Chief Information Officer (CIO) Executive Board; member, Army Reserve Forces Policy Committee; attendee, Monthly Readiness Review; attendee, the Reserve Component Coordination Council (RCCC); and co-chair of the Resource Board.

19. Deputy and Assistant Chiefs of Staff. There are five Deputy Chiefs of Staff and one Assistant Chief of Staff who report to the DAS. Among the responsibilities of the Deputy and Assistant Chiefs of Staff are—

a. Supporting the CSA in both roles as CSA and as a member of the JCS and VCSA, in assigned Joint roles, as required.

b. Serving as principal military advisor to the Assistant Secretary of the Army in the Assistant Secretary's functional area of responsibility and providing independent, professional military advice, as required.

c. Assisting the Assistant Secretaries of the Army in the performance of their responsibilities. Providing the advice and staff support required to enable effective and efficient administration of the DA and to represent Army interests and equities to the OSD and Joint Staff, as required.

d. Supervising those individuals assigned to the G-Staff office of the ARSTAF, whether working for the Army Staff principal or in support of an Assistant Secretary generated requirement.

e. Overseeing the formulation of independent military advice with respect to their functional areas of responsibility.

f. Presenting Army policies, plans, and programs to appropriate decision making authorities in the DA, DoD, and other fora, as appropriate, within their functional areas of responsibility.

g. Developing detailed plans, programs, budgets, and activities for the execution of responsibilities and authorities within their functional areas of responsibility.

h. Executing approved plans, programs, budgets, and activities, where applicable.

i. Supervising the performance and activities of such staff support agencies and field operating agencies as are authorized by the SA.

j. Providing oversight to the execution of Army policies, plans, programs, budgets, and activities within their functional areas of responsibility in subordinate major Army commands.

20. Deputy Chief of Staff, G-1. The Deputy Chief of Staff, G-1, as responsible official to the ASA(M&RA), provides advice and assistance to the ASA(MR&A), in addition to responsibilities and authorities as Deputy Chief of Staff, G-1 on the Army Staff. Among the duties as responsible official to the ASA(M&RA) are—

a. Serving as the principal military advisor to the ASA(M&RA) and assisting the ASA(M&RA) in the performance of ASA(M&RA) responsibilities.

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b. Ensuring the current and future personnel readiness and well-being of the Army through the development and integration of policies and programs for the three components of the Army (Active, U.S. Army Reserve, U.S. Army National Guard) and DA civilian and contractor employees.

c. Advising the ASA(M&RA) on matters relating to human resource life-cycle functions and readiness management.

d. Developing, coordinating, and implementing programs and policies directly associated with accession, development, distribution and sustainment of military and civilian personnel readiness, and the readiness of Army units and organizations.

e. Developing, defending, evaluating, and directing the execution of personnel legislation, policy, programs, and budgets for responsive, flexible, and effective human resources within Army operations worldwide.

f. Participating in the AROC.

Among the responsibilities as Deputy Chief of Staff, G-1 are—

g. Developing policy that provides guidance for responsive, flexible, and effective human resource support to the Army.

h. Maintaining support of operations and contingency plans in the following areas: structure, personnel acquisition, manning, and compensation development.

i. Developing detailed human resource programs, budgets, and activities for execution of responsibilities and authorities in the life-cycle functions of manning, well-being, personnel technologies, soldier-oriented R&D, and personnel transformation.

j. Directing operations of the Army's military personnel commands and civilian personnel operations centers.

k. Overseeing the officer accession and enlisted recruiting policy formulation and integration, to include processes of the U.S. Army Recruiting Command and U.S. Army Cadet Command, U.S. Accession Command, and U.S. Army Training and Doctrine Command, as related to Army end-strength management.

l. Supporting the CSA in CSA's role both as the CSA and a member of the JCS.

m. Supporting the VCSA in the VCSA's assigned Joint roles.

n. Representing Army human resources in Joint concept developments, such as Defense Information Military Human Resources System (DIMHRS) and associated military programs.

o. Supporting and executing statutory responsibilities attendant to DA selection boards and officer career systems.

p. Responsible for providing heraldic services to the Office of the Joint Chiefs of Staff, OSD,

and the Executive Office of the President on a nonreimbursable basis and to other military services and Federal agencies on a reimbursable basis.

q. Executive agent for repatriation plans and operations, to include coordination within DoD and with other Federal, State, and local agencies in planning for the reception and onward movement of U.S. citizens and designated aliens in the continental U.S. and/or Hawaii who have been evacuated from overseas areas in time of emergency.

21. Deputy Chief of Staff, G-2. The Deputy Chief of Staff, G-2 is responsible for intelligence and counterintelligence, and security countermeasures policy, plans, programs, and budget functions for the DA in coordination with DoD and the National Intelligence Community. Among the responsibilities of the Deputy Chief of Staff, G-2 are—

- a.* Advising the CSA and SA on employment/deployment of intelligence assets.
- b.* Providing tailored intelligence support to the Army leadership.
- c.* Formulating intelligence policy, plans, programs, and budgets.
- d.* Exercising staff supervision of Army intelligence functions.
- e.* Representing Army interests in the national intelligence community.
- f.* Leveraging national intelligence community assets in support of Army.
- g.* Serving as Army Staff lead for intelligence, surveillance and reconnaissance (ISR) integration issues.
- h.* Providing oversight of Army intelligence training, force structure, and readiness for the Active and Reserve Components.
- i.* Formulating and functionally managing the Army portion of the National Foreign Intelligence Program (NFIP) and other national and Joint-level programs.
- j.* Serving as Army proponent for foreign languages.
- k.* Providing national ground intelligence products, current intelligence support, and estimative intelligence to the Secretariat and ARSTAF.
- l.* Developing policy for and ascertaining propriety of U.S. Army intelligence activities (intelligence oversight).
- m.* Serving as co-proponent of the Defense Civilian Intelligence Personnel System (DCIPS) and providing oversight of training, policy, and guidance.
- n.* Executing responsibilities for the SA as principal foreign disclosure authority for the Army and technology protection (that is, counterintelligence, intelligence, security, and foreign disclosure) support to the Technology Transfer Program.
- o.* Providing foreign liaison and protocol support to Army leadership, oversight of support to

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distinguished foreign visits to HQDA, and administrative support to foreign military attachés resident in Washington.

p. Serving as Army intelligence production functional manager for the production and dissemination of intelligence information.

q. Providing staff oversight of the Army Special Security Office and Army Special Security Officer System.

r. Providing policy oversight of Army counterintelligence (CI) operations and human intelligence (HUMINT) operations and activities; personnel, industrial, communications, and information security; control and dissemination of Sensitive Compartmented Information (SCI); and the functional manager for Army CI/HUMINT modernization.

s. Developing Army Intelligence Automation Information Systems SCI Security Policy for Army units.

t. Serving as Army lead for Intelligence System Integration Management, and Army intelligence communications information systems, and DoD Intelligence Information Systems (DODIIS) Enterprise Management Strategy.

u. Serving as Army project manager for Joint World-Wide Intelligence Communications System (JWICS) and DoD program manager for the JWICS Mobile Integrated Communications System (JMICS).

v. Serving as Army lead for plans, programs, and policy for C4 intelligence, surveillance, and reconnaissance (C4ISR) Army intelligence architectures.

22. Deputy Chief of Staff, G-3. The Deputy Chief of Staff, G-3 is responsible for operations and planning functions for the DA. Among the responsibilities of the Deputy Chief of Staff, G-3 are—

a. Developing and coordinating policy, programs, and initiatives to achieve directed levels of individual, leader, and unit training readiness for the Army.

b. Providing the HQDA with strategic analysis pertaining to national security issues involving international and regional arms control treaties, agreements, and policies. Planning for employment of Army forces to meet strategic requirements and shape Army forces for the future.

c. Ensuring that Army plans, policies, concepts, and doctrine conform to national, DoD, Joint Staff, and Army security policies and agreements, as well as to multinational force compatibility agreements. Serving as ARSTAF lead in developing and reviewing operational concepts for Army, Joint, and multinational operations, to include Joint experimentation.

d. Serving as the ARSTAF focal point for organization, integration, decision-making, and execution of the spectrum of activities encompassing requirements definition, force development, force integration, force structuring, combat developments, training developments, resourcing, and prioritization.

e. Ensuring the capability and applicability of total Army forces to the national and military

strategy worldwide and ensuring that current and future Army strategy, planning guidance, and policy are reflected in force development requirements.

f. Monitoring and reporting on current operations. Assessing and coordinating support to warfighting Commanders-in-Chief (CINCs) and performing all mobilization functions.

g. Serving as the ARSTAF focal point for executing military support to civil authorities.

h. Executing the Continuity of Operations Program (COOP) for both HQDA and OSD; the Army Infrastructure Assurance Program; the Domestic Preparedness Program; and support to special events.

i. Overseeing Army readiness reporting requirements and reporting the Army's status to provide an accurate readiness picture for prioritization and resourcing decisions.

j. Serving as the focal point for prioritization, integration, and synchronization of decisions made both on the ARSTAF and externally.

k. Providing the vision, strategy, oversight, and management of models and simulations (M&S) across all M&S domains.

l. Developing policy and acting as the principal advisor to the CSA for information operations.

m. Serving as the principal advisor to the CSA on Joint matters, National Security Council matters, and the politico-military aspects of international affairs.

n. Serving as the overall integrator of Army transformation.

23. Deputy Chief of Staff, G-4. The Deputy Chief of Staff, G-4, as responsible official to the ASA(ALT), provides advice and assistance to the ASA(ALT), in addition to responsibilities and authorities as Deputy Chief of Staff, G-4 on the Army Staff. Among the duties as responsible official for sustainment are—

a. Serving as the principal military advisor to the ASA(ALT) in the functional area of logistics.

b. Managing readiness through the integration of logistics supportability throughout the acquisition life cycle management process for new systems and current readiness of legacy systems.

c. Ensuring that the sustainment functions of readiness, supply, services, maintenance, transportation, aviation, munitions, security assistance, and related automated logistics systems management are fully integrated and properly balanced between acquisition and logistics.

d. Ensuring integrated logistics support (ILS) requirements are validated and included in the materiel acquisition process to support unit set fielding and full materiel release of programs and systems.

e. Overseeing all sustainment aspects, to include weapon system parts re-engineering, of the Total Ownership Cost Reduction program.

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f. Responsible to the AAE for policies and oversight of integrated logistics support programming, planning, and execution.

g. Directing an organization in OASA(ALT) for ILS.

h. Overseeing logistics operations associated with security cooperation and other ASA(ALT) staff.

i. Supporting the AAE to ensure that program executive offices have incorporated and programmed supportability requirements into the acquisition and fielding requirements for new systems.

j. Responsible for the career development of the logistics workforce.

k. Serving as a full voting member in the ASARC and the AROC and as sustainment representative to the Army Science and Technology Working Group.

Among the responsibilities of the Deputy Chief of Staff, G-4 are—

l. Establishing policies and providing guidance that ensures responsive, flexible, and effective logistics support to the Army.

m. Maintaining the status of current logistics operations and contingency plans and resource programs that support Army-wide logistics operations in the following areas: strategic mobility, supply, maintenance, war reserves/prepositioning, aviation and munitions, transportation/distribution, readiness, and integrated logistics support.

n. Developing detailed logistics programs, budgetary input, and activities for the execution of responsibilities and authorities in the logistics area. Areas of concentration are supply, maintenance, and transportation. Specific items of interest are aviation, munitions, and readiness.

o. Overseeing the execution of Army logistics policies, programs, budgetary inputs, and activities in the MACOMs, focusing on supply, maintenance, transportation, distribution, strategic mobility, and the prepositioning of supplies and equipment.

p. Supporting the CSA in CSA's role, both as the CSA and as a member of the JCS.

q. Supporting the VCSA in the VCSA's assigned Joint roles.

r. Representing Army logistics in Joint concepts, such as focused logistics and associated military programs.

24. Deputy Chief of Staff, G-8. The Deputy Chief of Staff, G-8, as responsible official to the ASA(FM&C), provides advice and assistance to the ASA(FM&C), in addition to responsibilities and authorities as Deputy Chief of Staff, G-8 on the Army Staff. Among the duties as responsible official to the ASA(FM&C) are—

- a.* Serving as the principal military advisor to the ASA(FM&C) for program development and justification.
- b.* Managing the programming phase of the Army PPBES to facilitate the development of the Army program and the transition to an Army budget estimate.
- c.* Advising the ASA(FM&C) on all matters relating to the Army program.
- d.* With the guidance and oversight of the ASA(FM&C), developing and defending the Army program and providing program analysis and evaluation to the HQDA.
- e.* Ensuring thorough coordination of the programming and budgeting phases of the PPBES, promoting an understanding of the PPBES process, and providing analytical support to PPBES process.

Among the responsibilities of the Deputy Chief of Staff, G-8 are—

- f.* Responsibility for the future Army through programming, materiel integration, HQDA studies, and externally directed reviews.
- g.* Responsibility for transitioning approved Army requirements from the planning to the programming phase.
- h.* Supervising the Director, Program Analysis and Evaluation, who through the Deputy Chief of Staff, G-8, is directly responsible to the CSA for—
 - (1) The development and defense of the Army Program Objective Memorandum (POM) and the Future Years Defense Program (FYDP).
 - (2) The independent assessment, integration, and synchronization of the Army Program.
- i.* Responsibility as principal advisor to the CSA on Joint materiel requirements, doctrine, training, leader development, organizations, and materiel—personnel and facilities (DTLOM-PF) integration, and materiel program execution over their life cycles.
- j.* Coordinating all matters to be considered by the JROC; supporting VCSA JROC responsibilities.
- k.* Providing centralized management of the HQDA studies program and Center for Army Analysis.
- l.* Providing analytic support to HQDA using in-house, contractor, and Federally Funded Research and Development Center (FFRDC) resources.
- m.* Overseeing Army execution of major external reviews (for example, QDR).

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n. Advocating the Army vision with OSD, the Joint Staff, CINCs, the Services, and external agencies.

25. Assistant Chief of Staff for Installation Management. The Assistant Chief of Staff for Installation Management (ACSIM), as responsible official to the ASA(I&E), provides advice and assistance to the ASA(I&E) and other OASA(I&E) officials, in addition to responsibilities and authorities as ACSIM on the ARSTAF. Among the duties as responsible official to the ASA(I&E) are—

a. Serving as the principal military advisor to the ASA(I&E) and providing independent professional military advice in the functional areas of installation management, military construction, housing and environmental protection, and sustainment.

b. Ensuring readiness through availability of efficient, effective base services and facilities, adequate and environmentally safe infrastructure, and enhanced soldier and family well-being.

c. Advising the ASA(I&E) on all matters relating to overall management and resourcing of Army installations worldwide.

d. Developing, coordinating, and implementing programs based on ASA(I&E) policies directly associated with installation services and management in a manner that will facilitate efficient and effective execution.

e. Developing, coordinating, and implementing programs and policies directly associated with military construction.

f. Ensuring the integration of installation management and environmental programs in all aspects of Army operations.

g. In coordination with the OASA(I&E), advising the Army leadership and others on planning, development, implementation, and evaluation of comprehensive installation management, resources, environment, facilities, housing, and morale and family support programs to meet Army needs.

Among the responsibilities of the ACSIM are—

h. Ensuring that approved policy, program, and budget initiatives developed by the ASA(I&E) are executed.

i. Executing plans, policies, programs, and procedures on matters relating to overall management and resourcing of Army installations and environmental programs worldwide.

j. Directing execution of Army programs and management concepts to ensure installation readiness to train, project, sustain, recover, reconstitute and protect forces and to provide high standards of environmental quality, public outreach, and quality of life for soldiers and their families.

k. Developing and directing planning, programming, and budget execution involving installation management and resourcing of installations for the Army.

l. Recommending standards for and evaluating the condition of installation facilities, environmental quality, and base operations services.

m. Serving as the proponent for installation management doctrine, and professional development of installation and garrison commanders and staff, executing approved operational programs for the reorganization, realignment and closure of installations.

n. Ensuring consistent and equitable delivery of services among installations, tenants, and components.

o. Validating requirements for managing and resourcing Army installations.

p. Serving as the technical advisor for all environmental matters across the full spectrum of Army operations.

26. Chief of Engineers. The Chief of Engineers (COE) has Army Staff responsibilities for the formulation, implementation, management, and evaluation of engineering, construction, real property, and technical policy for DA. Among the responsibilities of the COE are—

a. ARSTAF responsibility for policies and procedures for the acquisition, management of title, granting use and disposal of real property, the engineer and facilities portion of contingency plans and base support development, topographic and construction aspects of space, the Prime Power Program, the Real Estate Relocation Assistance Program, the Commercial Utilities Program, and execution of Military Construction (Army).

b. Providing technical advice and assistance to the ARSTAF for facilities and military engineering, real estate, and topographic matters in the following areas: force structure development, Joint and Army doctrine, force modernization and mobilization, intelligence, contingency planning, facilities standards, and research.

c. Acting for the SA in executing the SA's Executive Agent responsibilities for construction for the Air Force, Navy, NASA, selected DoD activities, and selected foreign nations; the Electrical Power Modernization for Critical Command, Control, and Communications Facilities Program (PREP); the Homeowners Assistance Program; Joint Recruiting Facilities Program; the Defense National Relocation Program; and the formerly used defense sites (FUDS).

d. Commanding the U.S. Army Corps of Engineers.

27. The Surgeon General. The Surgeon General (TSG) is responsible for development, policy direction, organization, and overall management of an integrated Army-wide health services system. Among the responsibilities of The Surgeon General are—

a. Assisting CSA and the SA in discharging 10 U.S.C. responsibility.

b. Advising and assisting CSA and the SA and other principal officials on all matters pertaining to the military health service system.

c. Representing the Army to the executive branch, Congress, DoD agencies, and other organizations on all health policies affecting the Army.

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d. Representing and promoting AMEDD resource requirements.

28. Chief, National Guard Bureau. The National Guard Bureau is a joint bureau of the Department of the Army and the Department of the Air Force and is the channel of communications on all matters pertaining to the National Guard and the Army National Guard (ARNG) of the United States between the DA and the several States. The Chief, National Guard Bureau (CNGB) is the principal advisor to the SA and the CSA on matters relating to the Army National Guard and the Army National Guard of the United States. The CNGB, and in the CNGB's absence, the Vice Chief of Staff of the National Guard (VCNGB), is responsible for acquiring, managing, and distributing Army National Guard resources and developing and administering policies and programs affecting the Army National Guard. The Director, Army National Guard (DARNG) is responsible for assisting the CNGB and VCNGB in carrying out the following functions of the National Guard Bureau as they relate to the Army National Guard. Among the duties of the Chief, National Guard Bureau are—

a. Participating with the ARSTAF in the formulation, development, and coordination of all programs, policies, principles, concepts, and plans pertaining to or affecting the ARNG.

b. Developing and administering such detailed programs as are required to operate the ARNG based on approved programs, policies, and guidance from DA.

c. Participating with and assisting the States in the organization, maintenance, and operation of Army National Guard units. Providing trained and equipped units for service in time of war or national emergency to augment the Active Army.

d. Implementing departmental guidance on allocation of unit structure, strength authorizations, and other resources to the ARNG.

e. Prescribing the training discipline and training requirements for the ARNG and the allocation of Federal funds for the training of the ARNG.

f. Ensuring that units and members of the ARNG are trained by the States in accordance with approved programs and policies of, and guidance from, the SA and the CSA.

g. Planning and administering the budgets for the ARNG.

h. Supervising the acquisition, supply, and accountability of the States for Federal property issued to the Army National Guard through the property and fiscal officers designated, detailed, or appointed under section 708 of title 32, U.S.C.

i. Granting and withdrawing, in accordance with applicable laws and regulations, Federal recognition of Army National Guard units and officers of the Army National Guard.

j. Coordinating departmental policies and programs for the employment and use of Army National Guard technicians under section 709 of title 32, U.S.C.

k. Supervising and administering the Active Guard and Reserve Program as it pertains to the National Guard in accordance with priorities established by the SA.

l. Issuing, with the coordination and approval of the Army, directives, regulations, and publications consistent with approved policies.

m. Facilitating and supporting the training of members and units of the National Guard to meet State requirements.

n. Facilitating and coordinating with the DA the use of Army National Guard personnel and resources to mobilize and deploy for Federal and State requirements.

o. Ensuring that appointments of all officials and personnel of the ARNG comply with all the DA personnel and manpower rules and regulations.

p. Ensuring that, in the performance of their duties, all officials and personnel of the ARNG comply fully with applicable DA policies, directives, publications, and legal opinions.

q. Implementing as the responsible Department official, title VI of the Civil Rights Act of 1969, and DoD Directive 5500.11, Nondiscrimination in Federally Assisted Programs, as they apply to the Army National Guard.

29. Chief, Army Reserve. Chief, Army Reserve (CAR) is the principal advisor and is responsive to the CSA on all Army Reserve matters. Among the responsibilities of the Chief, Army Reserve are—

a. The official within the executive part of the DA who, subject to the authority, direction, and control of the SA and the CSA, is responsible for justification and execution of the personnel, operation and maintenance, and construction budgets for the Army Reserve. As such, the Chief, Army Reserve is the director and functional manager of appropriations made for the Army Reserve in those areas.

b. Managing the Full Time Support Program.

c. Providing to the Secretary of Defense and Congress, through the Secretary of the Army, an annual report on the state of the Army Reserve and the ability of the Army Reserve to meet its missions.

d. Participating and coordinating with other HQDA elements in formulation and development of DA policies affecting all aspects of the Army.

30. The Judge Advocate General. The Judge Advocate General (TJAG) is the military legal advisor to the SA and all officers and agencies of the DA. TJAG provides legal advice directly to the CSA and the ARSTAF. TJAG provides legal advice to the SA and the Army Secretariat, in coordination with the GC. TJAG is the principal legal advisor to the SA and the CSA on matters of military justice. TJAG has staff responsibility for providing legal services to DA. Among the responsibilities of the TJAG are—

a. Directing the members of the Judge Advocate General's Corps (JAGC) in the performance of their duties and exercising technical supervision of Army military legal offices.

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b. Receiving, revising, and recording the proceedings of courts of inquiry and military commissions.

c. Establishing the U.S. Army Court of Criminal Appeals (ACCA) and designating judicial areas and judicial circuits in the Army Judiciary.

d. Examining Records of Trial from General Courts-Martial where appropriate and modifying or setting aside findings or sentences where appropriate.

e. Administering the Army Claims program, the Army Military Justice system, the Army Patent Law system, and the Army Legal Assistance Program.

f. Acting as Army Staff proponent for legal matters/services.

g. Providing professional legal training, consistent with ABA standards, for military attorneys and civilian attorneys within the TJAG's qualifying authority.

h. Serving as career manager for members of the JAGC, except general officers, to include managing recruiting, career development, and worldwide assignment.

i. Serving as proponent for all JAGC positions, to include primary military occupational specialty (PMOS) 55A and 550A and for Army enlisted military occupational specialty (MOS) 27D.

j. Initiating, administering, supervising, and coordinating the protection and representation of the interests of the Army in litigation and other legal or administrative proceedings, except for matters involving civil works.

k. Controlling and coordinating patent, trademark, copyright, and related intellectual property activities of the Army.

l. Drafting Army legislation and processing private relief legislation, except on matters of civil works.

m. Acting as single authority for proposing, coordinating, and implementing all procurement fraud remedies with other Services and Government agencies.

n. Making final dispositions of complaints filed under article 138, Uniform Code of Military Justice.

o. Providing legal advice to the CSA and the ARSTAF in matters concerning environmental law. Providing technical supervision and technical channel assistance to Army commands and installations in environmental law.

p. Providing legal advice to the CSA and the ARSTAF in matters concerning labor and civilian personnel law and exercising oversight and technical supervision of the Army Labor Counselor Program.

q. Providing legal advice to the CSA and ARSTAF in matters concerning the worldwide operational deployment of Army forces.

r. Acting as proponent of the Army Standards of Conduct regulation and HQDA Standard of Conduct Office.

s. Acting as the Army debarring and suspending official pursuant to Defense Federal Acquisition Regulation Supplement, Subpart 209.4.

t. Acting for the SA, when directed, in executing the SA's responsibilities as DoD Executive Agent.

31. Chief of Chaplains. The U.S. Army Chief of Chaplains (CCH) is the principal advisor on all issues regarding chaplaincy to SA and all offices and agencies of the DA. The Chief of Chaplains provides religious advice directly to the CSA and the ARSTAF. Among the responsibilities of the Chief of Chaplains are—

a. Formulating and implementing Chaplain Branch personnel policy and guidance.

b. Exercising personnel management authority over officer personnel in the Chaplain Branch and directing Chaplain Branch recruiting and accessioning programs and the Chaplain Branch Assignments System.

c. Implementing total personnel life-cycle management for the Chaplain Branch and establishing and maintaining ecclesiastical relationships with religious communities supplying chaplains to the Army.

d. Developing and conducting plans, policies, and training for the Chaplain Branch.

e. Conducting Chaplain Branch operations and contingencies requirements.

f. Conducting force structure and force integration for the Chaplain Branch and eliminating faith group under-representation.

g. Managing multifaceted marketing and communications strategy for the Army chaplaincy.

h. Ensuring achievement of recruiting and retention goals.

i. Providing Army-wide policy and guidance for Chaplaincy Resources Management, including NAF Chapel Tithe and Offerings Fund Operations and Appropriated Funds management from POM to budget execution based on the Command Master Religious Plan (CMRP).

j. Providing Army-wide policy and guidance in support of the Religious Support Mission on logistics management, materiel development, ecclesiastical supplies and equipment, facilities management, and construction and renovation.

k. Providing Army-wide policy and guidance on Chaplaincy Information Technology including worldwide CHAPNET Information Management system operations, Chaplaincy Web-site operations, and the Chaplaincy Automated Religious Support System (CARSS).

32. Sergeant Major of the Army. The Sergeant Major of the Army (SMA) has responsibilities

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as specified by the Chief of Staff, Army.

33. Delegation. Authority to perform the functions necessary to carry out the responsibilities described in this general order is delegated consistent with the following provisions:

a. In the event of the principal official's temporary absence or disability, the next senior official present for duty within the office will act for and perform the principal official's duties. Among subordinate officials in equal or equivalent positions, the principal official may specify which is considered senior. For civilian positions requiring Presidential nomination and Senate confirmation (PAS officers), the acting official must be the civilian first assistant (principal deputy) to the PAS officer.

b. If the principal official's position becomes vacant, the next senior official present for duty will perform the duties of the position until a successor is appointed, except as provided below.

(1) For any civilian position requiring Presidential nomination and Senate confirmation (PAS officers)—

(a) When it appears that the position will be vacant for more than 210 days, the GC will be consulted about the authority of the civilian first assistant (principal deputy) to continue to perform functions that are designated by law, regulation, or policy as functions or duties that can only be performed by the PAS officer (that is, exclusive PAS functions).

(b) Except as provided for by law, a military officer may not assume the duties of a PAS officer.

(c) Unless an official is properly designated as an acting officer under 5 U.S.C. 3345, only the Secretary of the Army, or an official authorized to act in the Secretary's absence under 10 U.S.C. 3017, may perform those functions that are designated by law, regulation, or policy as functions or duties that can only be performed by the absent PAS officer (exclusive PAS functions).

(d) The Secretary of the Army, or an official authorized to act in the SA's absence under 10 U.S.C. 3017, may designate any competent Army official to perform those functions that are not designated as exclusive PAS functions.

(2) For other positions, the SA may designate any competent Army official to perform such duties.

34. Authority retained. The Secretary retains—

a. Final oversight responsibility for intelligence and counterintelligence.

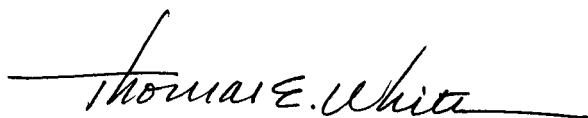
b. Direct responsibility for the administration and oversight of the District of Columbia National Guard.

c. All inherent and express authority based on laws, Executive orders, directives, and regulations, whether or not such authority is delegated here or elsewhere.

35. **Hierarchy.** Officers and officials of the DA will report to the officials designated by this general order on those matters that fall within their respective areas of responsibilities.

36. **Rescissions.** Department of the Army General Order 1, 12 January 2001, is hereby rescinded.

[SAAA-PO]

A handwritten signature in black ink that reads "Thomas E. White". The signature is written in a cursive style with a long horizontal line extending to the right.

Thomas E. White
Secretary of the Army

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PAGES SET: 34

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